

Whatcom Transportation Authority 2022 ANNUAL BUDGET



December 16, 2021



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Whatcom Transportation Authority (WTA)
2022 Annual Budget
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General Manager's Budget Message

On behalf of WTA's Board of Directors and the WTA Team, welcome to 2022! We here at WTA are optimistic heading into a new year that we, as a Whatcom County community, will continue to become an even better place to live, work, and play. WTA is pleased and proud to serve as an active partner in this effort.

Budget Intent

We believe a budget is a strategic implementation tool that shows our stakeholders how we align our resources with our mission and priorities. Throughout our budget, the numbers you see tie directly back to the value we provide to our riders and community stakeholders, through the transportation services we provide.

Strategic Foundation to Budget

Under the leadership of our Board of Directors, WTA has developed a 2022 budget that continues to implement WTA's mission and strategic priorities to make our community a better place by:

- Delivering safe, reliable, efficient, and friendly service;
- Offering environmentally sound transportation choices;
- Providing leadership in creating innovating transportation solutions; and,
- Partnering with our community to improve transportation systems.

2022 Budget Highlights

As you read through the budget, you will see these elements of our mission reflected, for example through:

- A staffing plan that is directly tied to implementing those mission elements.
- A study to help us improve reliability and cross county connections.
- The development of a Sustainability and Climate Action Plan.
- A programmatic approach to improving our stops and shelters.
- Creation of a cross-departmental Innovation Team, to identify and test new transportation solutions.

You will also see that this budget is part of a larger, phased strategic framework in which WTA lays the foundation for future projects such as an improved Bellingham Station, updated operations and maintenance facilities, and innovative uses for our Park and Ride facilities. This will lead the way for future phases during which we'll advance or complete these important strategic projects.

It is an exciting time to be a provider of public transportation, and to be partnering with our community to meet the challenges facing Whatcom County.

All of us at WTA are proud to serve this community. We look forward to the opportunity to make it an even better place, through the services we provide.

Now, let's get busy!

Warmly,

Les Reardanz
General Manager





Overall Economic Outlook

WTA heads into 2022 optimistic with robust cash balances in part due to receipt of reimbursement funds from two (2) federal relief packages awarded in 2020 and 2021. A final relief package in 2022 will assist WTA in covering a portion of wages and benefits for the year and planning for the future. The effects of the COVID-19 pandemic still resonate within Whatcom County however conditions are improving with unemployment rates holding steady at 4.3% for September and October; down from 5.2% in August, and sales tax receipts estimated at 17% above budget for the year.

The growth in sales tax receipts is driven in part by low interest rates that encourage spending and building and pent up demand from the last 18 months of the pandemic. WTA expects continued growth in sales tax revenues in part to the U.S land borders open to fully vaccinated Canadian travelers.

The increase in sales tax receipts maybe adversely impacted by the increases in the Consumer Price Index (CPI), inflation rates and supply/demand imbalances, causing sizable price increases in some sectors. There are some indications interest rates will begin to increase to stabilize the economy against inflation.

Construction and infrastructure investments continue to expand within the county with new permit issuance values up over \$100 million from 2021; low borrowing rates fuel this increase coupled with low savings rates – consumers are spending more and saving less. Increased construction, auto purchases and more activity in leisure and accommodation should continue to enhance sales tax receipts in 2022.

The real estate market in Whatcom County tells a similar story to last year; very little inventory, plenty of buyers and rising prices. During the third quarter of 2021, the median sales prices was \$556,000, a 23.6% increase compared to a year ago. Seasonality may have an impact on the housing market with significant slowdowns occurring during the holidays and through February 2022.

Service, Routes and Ridership

The Planning Division will continue its work in 2022 to support service models needed to address changes in demand, social distancing and Operator availability related to the COVID pandemic. No major service changes are anticipated for 2022.

The pandemic brought about a severe ridership decline in 2020 and 2021. Once the fall 2021 term began at Western Washington University, ridership grew from 26% to nearly 60% of normal weekday ridership. The demand for service to WWU in 2021, while greater than in 2020, was impacted by the continued reliance on remote classes. Evidence suggests that it will take several years for ridership to rebound given the impact of the pandemic on the economy, work

environments, perceptions of safety and other factors which drive longer-term shifts in demand. WTA was able to return to regular service in June 2021, with some adjustments to shuttles serving WWU in September. WTA is planning on maintaining regular service levels in 2022, however, we have also prepared reduction plans in case of staffing shortages.

Paratransit is likewise impacted by the pandemic and has stabilized at around 60% of normal ridership. The vanpool program was overseeing 8 out of 10 vanpools in the fall of 2021. Staff is anticipating the return of two suspended vanpool groups and the addition of one new vanpool group in 2022.

WTA 2040, WTA's long range transit plan, is anticipated to be completed in 2022. The plan will provide guidance for service and capital investments over the next 20 years. Through a community engagement process, the plan establishes three key priorities: "Equity", "Efficiency" and "Environment". These priorities set a framework for service allocation decisions and form the basis of the plan goals and strategies. The plan illustrates service expansions through a 2040 Service Network, which includes new routes, increased headways and expanded span of service as well as two new service types – Bus Rapid Transit and On-Demand. In addition, the plan creates an Enhanced Service Network to allow for a much greater expansion, if demand increases significantly and additional funding becomes available. These network plans are supported by a list of capital projects and implementation actions.

Revenue

The 2022 sales tax revenue is budgeted a 5% above the estimated 2021 actual receipts. WTA anticipates end of year receipts at 17% above budget. We have experienced continued increases in receipts throughout 2020, reaching milestone months in July, August and September with monthly receipts over \$3 million. The 2022 budget is a conservative figure based on past trends and consideration of the uncertainty around the pandemic response.

Fare revenue is budgeted significantly above 2021 as WTA resumed fare collection in July 2021 and has returned to full service. The resumption of in-person courses at the colleges and university will boost fare revenue as approximately 40% of WTA riders attend Western Washington University.

WTA implemented our "Youth Ride Free" program in 2021 allowing all students enrolled in high school to ride our system free. The overall impact to revenue reduction is minimal. We continue to assess our fare structure and offerings such as the bulk pass program for efficiency and ease of use.

Personnel

WTA settled a one (1) year economic agreement with the Amalgamated Transit Union Local 843, representing most of our employees, one December 9, 2021. The extension includes a cost of living general wage increase for represented employees along with safety payments; all other components of the budget remaining consistent. We will begin negotiations again in early 2022 to ratify a new three (3) year agreement.

Non-represented employees receive a 3.5% wage increase with most employees also receiving safety payments. The impacts of these agreements are included in the 2022 budget.

The following new positions are included in the 2022 budget:

- 1 Environmental Focused position
- 1 Community Relations position
- 1 Capital Project position
- 1 Risk/Safety position
- 2 Fleet Technicians
- 1 Finance Support position
- 4 Transit Operators
- 1 Warehouse Position

Capital and Infrastructure

Following are some of the capital projects included in the 2022 budget:

- Develop an in-house Innovation Team
- Complete a sustainability plan
- Support City of Bellingham improvements on Telegraph Rd.
- Receive 2 electric buses and install charging equipment
- Complete Maintenance, Operations and Administration base remodel
- Receive replacement buses to maintain State of Good Repair requirement
- Install air conditioning on all fixed route buses
- Joint partnership to implement community radio system

Cash

WTA's estimated undesignated cash balance at January 1, 2022 is \$29,701,000; undesignated cash supports the daily operations of WTA and is projected to increase to \$34,558,000 by the end of 2022.

Total internally designated reserves are estimated at \$19,446,000, as of January 1, 2022, an increase of \$2,217,000. These funds are required by policy to maintain the operating reserve, provide WTA's share of federally funded revenue vehicles and meet the increased capital needs of the agency.

Conclusion

WTA's financial position is positive heading into 2022 due to prior conservative financial planning, receipt of federal relief funds and strategic expenditures. The agency's response to the pandemic has been careful and measured to continue providing public transportation in the community.

Whatcom Transportation Authority Revenue and Expenditures

	2022 Budget	2021 Projection	2021 Budget	2020 Actuals
Revenues				
Fixed Route Revenue	\$ 1,393,054	\$ 351,324	\$ 635,457	\$ 656,398
Paratransit Revenue	59,982	79,976	50,151	17,382
Lynden Hop Revenue	2,400	3,200	-	-
Vanpool Revenue	100,080	134,400	72,492	72,850
Total Operating Revenues	1,555,516	568,900	758,100	746,630
Sales Tax Income	35,101,544	32,948,524	29,611,528	29,107,689
Relief Funds	21,226,320	9,342,245	-	8,786,277
Operating Grants	1,617,706	2,723,608	1,308,770	1,009,155
Investment Income	264,000	352,000	236,000	497,328
Other Revenue	188,072	250,763	148,292	(30,466)
Total Revenues	59,953,158	46,186,040	32,062,690	40,116,613
Expenses				
Wages & Salaries	26,995,145	19,071,061	20,109,553	18,608,624
Employee Benefits	10,724,225	8,944,425	9,108,378	6,789,258
Outside Services	2,818,308	1,628,503	2,263,034	1,679,403
Supplies & Materials	2,871,108	2,087,799	2,783,476	2,489,109
Fuel	1,272,280	1,073,868	916,391	666,520
Utilities	565,436	383,736	443,192	400,578
Insurance & Claims	749,057	631,693	631,693	606,996
Education, Meetings & Travel	302,855	74,883	206,319	54,789
General Expense	299,565	371,767	290,107	226,449
Total Operating Expenses	46,597,979	34,267,735	36,752,143	31,521,726
Net Operating	13,355,179	11,918,305	(4,689,453)	8,594,887
Capital Expenditures	17,190,873	10,746,079	15,561,614	5,783,625
Grants & Contributions	9,667,506	6,887,116	8,903,491	2,509,685
Net Capital Expense	7,523,367	3,858,963	6,658,123	3,273,940
Net Income/(Loss)	\$ 5,831,812	\$ 8,059,342	\$ (11,347,576)	\$ 5,320,947

FTE Staffing by Department

	2021 Budget	2022 Budget	2022 vs. 2021
General Manager	1.00	1.00	0.00
Capital Projects	0.00	1.00	1.00
Risk and Safety	0.00	1.00	1.00
Executive Assistant II	1.00	1.00	0.00
Executive Administration	2.00	4.00	2.00
Community Relations & Marketing Manager	1.00	1.00	0.00
Community Relations & Marketing	0.00	1.00	1.00
Community Relations & Marketing	1.00	2.00	1.00
Human Resources Director	1.00	1.00	0.00
Human Resources Manager	1.00	1.00	0.00
Human Resource & Benefits Specialist	0.00	1.00	1.00
Human Resources Coordinator	1.00	1.00	0.00
Department Assistant	1.00	1.00	0.00
Human Resources	4.00	5.00	1.00
Operations Director	1.00	1.00	0.00
Operations Manager	1.00	1.00	0.00
Operations / Field Supervisors	8.00	8.00	0.00
Dispatch Supervisor	1.00	1.00	0.00
Safety & Training Supervisor	1.00	1.00	0.00
Executive Assistant I	1.00	1.00	0.00
Department Assistant I	1.00	1.00	0.00
Transit Administration	14.00	14.00	0.00
Dispatchers	6.00	6.00	0.00
Training Coordinator	1.00	1.00	0.00
Trainer	2.00	2.00	0.00
Trainees	3.00	3.00	0.00
Lead Customer Service Rep	0.33	0.33	0.00
Fixed Route Customer Service Reps	3.00	3.00	0.00
Fixed Route Transit Operators	127.40	133.00	5.60
Terminal Expeditors	4.00	4.00	0.00
Fixed Route Operations	146.73	152.33	5.60
Paratransit Manager	1.00	1.00	0.00
Mobility Coordinator	1.60	2.00	0.40
Travel Trainer	1.00	1.00	0.00
Paratransit Dispatchers	6.00	6.00	0.00
Paratransit Dispatch Coordinator	1.00	1.00	0.00
Lead Customer Service Rep	0.67	0.67	0.00
Paratransit Customer Service Reps	4.00	4.00	0.00
Paratransit Transit Operators	43.00	43.00	0.00
Lynden Hop Transit Operators	4.00	3.00	-1.00
Paratransit Operations	62.27	61.67	-0.60
Finance Director	1.00	1.00	0.00
Procurement & Contracts Manager	1.00	1.00	0.00
Finance Coordinator	0.00	1.00	1.00
Finance	2.00	3.00	1.00
Accounting Manager	1.00	1.00	0.00
Payroll Specialist	1.00	1.00	0.00
Accounting Technicians (I & II)	2.00	2.00	0.00
Accounting	4.00	4.00	0.00
Revenue Manager	1.00	1.00	0.00

FTE Staffing by Department, continued

	2021 Budget	2022 Budget	2022 vs. 2021
IT Director	1.00	1.00	0.00
IT Systems Administrator	2.00	2.00	0.00
IT Applications Administrator	3.00	3.00	0.00
Department Assistant	1.00	1.00	0.00
Information Technology	7.00	7.00	0.00
Planning Director	1.00	1.00	0.00
Transit Planners	2.00	2.00	0.00
Transit Planning Coordinator	0.70	0.70	0.00
Environmental	0.00	1.00	1.00
Department Assistant	1.00	1.00	0.00
Planning	4.70	5.70	1.00
Vanpool & Rideshare	0.30	0.30	0.00
Fleet and Facilities Director	0.50	0.50	0.00
Fleet Maintenance Manager	1.00	1.00	0.00
Administrative Supervisor	0.35	0.35	0.00
Department Assistant	1.00	1.00	0.00
Lead Fleet Maintenance Technicians	2.00	2.00	0.00
Fleet Maintenance Technicians	12.00	12.00	0.00
Fleet Electronics Lead	1.00	1.00	0.00
Fleet Electronics Technician	1.00	1.00	0.00
Fleet Body Repair Technician Lead	0.00	1.00	1.00
Fleet Body Repair Technician	0.00	1.00	1.00
Fleet Maintenance	18.85	20.85	2.00
Service Section Supervisor	0.33	0.33	0.00
Lead Hostler	1.00	1.00	0.00
Hostlers	5.00	5.00	0.00
Vehicle Servicing	6.33	6.33	0.00
Warehouse and Administrative Manager	0.35	0.35	0.00
Lead Storekeeper	1.00	1.00	0.00
Storekeeper	2.00	3.00	1.00
Warehouse	3.35	4.35	1.00
Service Section Supervisor	0.33	0.33	0.00
Lead Routes Technician	1.00	1.00	0.00
Routes Technician	2.00	2.00	0.00
Facilities Maintenance Worker	0.50	0.50	0.00
Routes Maintenance	3.83	3.83	0.00
Fleet and Facilities Director	0.50	0.50	0.00
Service Section Supervisor	0.34	0.34	0.00
Administrative Supervisor	0.30	0.30	0.00
Facilities Maintenance Worker	0.50	0.50	0.00
Facilities Technicians	3.00	3.00	0.00
Facilities Maintenance	4.64	4.64	0.00
Total FTEs	286.00	300.00	14.00

Capital Projects and Grant Revenues

Carryover Projects	2021 Budget	Grants	Local Funds
Charging Facilities	\$ 477,000	\$ 206,433	\$ 270,567
MOAB Phase 2 Remodel	450,000	-	450,000
Diesel Bus Make Ready	200,000	-	200,000
Ferndale Station LED Lighting Retrofit	33,000	-	33,000
Refurbish 3 Diesel Buses	7,500	-	7,500
Total Carryover Projects	1,167,500	206,433	961,067
2022 Projects	2022 Budget	Grants	Local Funds
Receive 7 Replacement Diesel Buses	4,294,021	3,403,217	890,804
Receive 2 Electric Buses	2,616,438	2,084,856	531,582
Replace 13 Paratransit Buses	2,480,000	2,108,000	372,000
Replace 12 Paratransit Buses (on order)	1,928,000	1,440,000	488,000
Install Air Conditioning on Fixed Route Buses	1,281,280	-	1,281,280
North Lot Development - Preliminary Design	400,000	-	400,000
Cordata Station Electric Charging Station	397,144	350,000	47,144
Install Bus Lift	363,990	-	363,990
Fleet & Facilities Office Remodel	351,000	-	351,000
Install Detail Booth	334,000	-	334,000
Establish Transit Access Fund	300,000	-	300,000
Refurbish 4 Diesel Buses	200,000	-	200,000
Fresh Ideas in Action Team	200,000	-	200,000
Bus Shelter Replacements	215,000	-	215,000
Provide ADA Access at Bus Stops	150,000	75,000	75,000
Facilities Contingency Fund	150,000	-	150,000
Replace 3 Staff Vehicles	105,000	-	105,000
Install Digital Signage at Bellingham Station	100,000	-	100,000
Support City of Bellingham - Telegraph Rd. Safety Improvements	87,500	-	87,500
Community Radio System	60,000	-	60,000
Lynden Station Cabling	10,000	-	10,000
Total 2022 Projects	16,023,373	9,461,073	6,562,300
Total carryover and new projects	\$ 17,190,873	\$ 9,667,506	\$ 7,523,367

Department/Division Descriptions

Operations Division			
	2022 Budget	2021 Budget	Actuals 2020
Salaries & Wages	\$19,767,342	\$14,778,073	\$13,559,202
Employee Benefits	7,824,601	6,775,703	6,412,817
Outside Services	67,325	199,932	105,258
General Expense	22,550	62,700	4,579
Supplies & Materials	126,138	152,053	87,902
Repairs & Maintenance	800	0	0
Utilities	19,000	19,472	14,636
Insurance & Claims	530,600	474,439	424,768
Education, Meetings & Travel	82,043	82,583	23,655
Total Operating Expense	\$ 28,440,399	\$ 22,544,955	\$ 20,632,817

The Operations Division is responsible for delivering safe, reliable, efficient, and friendly transportation services to our passengers. Fixed Route operates our regularly scheduled transit service as outlined in the Transit Guide. Paratransit provides complementary scheduled transportation services for passengers who are unable to fully access Fixed Route.

Dispatchers support Operations by performing primary communication, coordination, and organizational duties required to deliver transportation service daily. Dispatchers schedule and coordinate rides while supporting Operators on the radio and mobile data tablets. Dispatchers are the first point of contact in an emergency. Customer Service Representatives book rides, sell passes, and provide information to the public. Expeditors ensure the safe and efficient operation of activities at the transit stations.

The Training Department creates, evaluates, and updates WTA training programs. They provide refresher, remedial, and other required trainings to new and experienced Operators and staff.

The Mobility Department processes paratransit passenger initial eligibility and recertification procedures. Staff analyzes locations for vehicle access and safety concerns, educates passengers via one on one and group travel training, and participates in local committees related to ADA and senior services.

Operations Management ensures compliance with WTA policies, the American with Disabilities Act, and the labor contract with the Amalgamated Transit Union. Operator and staff support are their primary focus. They oversee data systems, auxiliary purchased service, and Information Technology integration. They provide field support, accident management, and address passenger-related concerns.

<i>Fleet and Facilities Division</i>			
	2022 Budget	2021 Budget	Actuals 2020
Salaries & Wages	\$ 3,744,434	\$ 2,754,163	\$ 2,497,829
Employee Benefits	1,489,165	1,230,183	1,172,363
Outside Services	653,920	624,275	443,422
General Expense	52,700	48,600	53,095
Supplies & Materials	1,780,855	1,675,060	1,618,632
Repairs & Maintenance	81,100	206,100	56,073
Fuel	1,272,280	916,391	666,520
Utilities	320,480	290,134	261,684
Insurance & Claims	64,584	47,496	43,800
Education, Meetings & Travel	43,958	40,688	3,845
Total Operating Expense	\$ 9,503,476	\$ 7,833,090	\$ 6,817,263

The Fleet and Facilities Division oversees Fleet Maintenance, Fleet Service, Route Maintenance, Facilities Maintenance and the Warehouse.

The Fleet Maintenance and Service Departments ensure WTA vehicles and equipment are safe and maintained in a state of good repair. Other responsibilities include the effective management of vehicle specification, purchase, acceptance, inspection, modification, appearance, fueling, detailing and washing.

Route Maintenance ensures fixed route bus stops and amenities are safe and clean. They also install, repair and maintain bus stops, shelters, route signage and information strips.

Facilities Maintenance ensures that the Maintenance, Operations and Administrative Base and four transit stations are maintained and in a state of good repair. They also manage facility modifications, renovations and property purchases.

The Warehouse Department orders, stocks and maintains parts and materials inventory required to maintain and repair vehicles and facilities, and supply all other departments.

Finance Division

	2022 Budget	2021 Budget	Actuals 2020
Salaries & Wages	\$ 832,114	\$ 659,256	\$ 651,769
Employee Benefits	317,882	267,068	259,889
Outside Services	139,000	27,776	30,620
General Expense	58,315	55,357	70,234
Supplies & Materials	101,142	77,673	149,283
Repairs & Maintenance	-	732	-
Professional Fees	99,000	90,000	114,340
Utilities	4,200	2,124	1,129
Insurance & Claims	122,697	99,159	109,174
Education, Meetings & Travel	52,814	24,343	5,279
*Adjust for GASB 68	-	-	(1,852,585)
Total Operating Expense	\$ 1,727,164	\$ 1,303,488	\$ (460,868)

**GASB 68 went into effect in 2015 establishing new financial reporting requirements for local governments providing their employees with pension benefits. The amount of the adjustment cannot be estimated for 2021, and 2022 will be recorded at year end.*

The Finance Division is responsible for budget preparation and monitoring, financial analysis, accounting and financial reporting, internal control oversight, and Agency compliance with local, state and Federal regulatory requirements. The division participates in strategic planning and promotes long-term fiscal stability.

The Accounting Department is responsible for all financial reporting, grant accounting, cash management, payroll, accounts payable, accounts receivable, fixed asset accounting, and agency archives. The department also manages most federal and state reporting, financial audits, National Transit Database (NTD) reporting, and Federal Transportation Administration (FTA) triennial reviews.

The Revenue Department manages the fare systems, social service agency sales, and retail vendor sales, pass inventory, the coordination of fare system functions, and oversees cash handling.

Procurement responsibilities include managing competitive solicitations, vendor contract management, coordinating the Disadvantaged Business Enterprise (DBE) program, and equipment surplus and disposal programs.

Information Technology Division

	2022 Budget	2021 Budget	Actuals 2020
Salaries & Wages	\$ 870,665	\$ 728,251	\$ 687,157
Employee Benefits	289,378	265,098	253,068
Outside Services	557,419	450,109	349,755
General Expense	100	100	75
Supplies & Materials	701,173	580,728	543,745
Repairs & Maintenance	1,500	1,500	217
Utilities	211,232	125,572	119,524
Education, Meetings & Travel	46,300	12,600	4,322
Total Operating Expense	\$ 2,677,767	\$ 2,163,958	\$ 1,957,863

The Information Technology (IT) Division provides leadership and customer service in support of WTA's use of technology to solve business needs. IT does this through innovation, strategic planning and partnering with stakeholders.

IT manages the WTA portfolio of technology systems and services including:

- Data and voice communications
- Enterprise computing
- Enterprise applications
- Department application support
- User computing
- Facilities technology
- Fleet technology
- Public information services
- IT service delivery

The Intelligent Transportation Systems (ITS) department includes the implementation and maintenance of transit technology systems. These include vehicle location tracking, video surveillance, transit operator workforce management and next bus arrival systems.

Planning Division			
	2022 Budget	2021 Budget	Actuals 2020
Salaries & Wages	\$ 599,389	\$ 454,909	\$ 444,012
Employee Benefits	216,936	178,678	175,757
Outside Services	503,176	295,120	181,307
General Expense	4,100	3,500	137
Supplies & Materials	45,300	51,700	12,130
Utilities	3,704	2,420	2,053
Insurance & Claims	31,176	10,599	26,397
Education, Meetings & Travel	20,500	5,608	5,250
Total Operating Expense	\$ 1,424,281	\$ 1,002,534	\$ 847,043

The Planning Division manages long and short-range planning, service planning and performance evaluation for the Fixed Route and Vanpool programs and supports Paratransit Operations. Key responsibilities include:

- Preparation and update of WTA's long- and short-range plans
- Vanpool Program management
- Customer Information including the Transit Guide, website and other resources
- Liaison to the City and County planning departments, Western Washington University, Washington State Department of Transportation (WSDOT) and other organizations with an interest in transportation-related planning
- Planning and conducting public forums and meetings to gather public and customer input
- Implementation of annual programs related to core functions including the Social and Day Pass Program and Van Grant Program
- Oversight of fare policy changes
- Tracking, analysis and reporting of data related to system performance
- Special transit planning studies
- Ensure service compliance with State and Federal agency regulations, including Title VI of The Civil Rights Act
- Liaison to local jurisdictions and private entities planning significant development and construction projects

Human Resources			
	2022 Budget	2021 Budget	Actuals 2020
Salaries & Wages	\$ 546,445	\$ 368,371	\$ 396,804
Employee Benefits	339,081	255,066	230,891
Outside Services	419,468	333,822	354,186
General Expense	10,000	9,750	11,334
Supplies & Materials	18,200	22,029	11,285
Professional Fees	50,000	50,000	20,979
Utilities	4,320	2,100	299
Insurance & Claims	0	0	2,857
Education, Meetings & Travel	24,440	24,440	11,129
Total Operating Expense	\$ 1,411,954	\$ 1,065,578	\$ 1,039,764

The Human Resources Department manages and administers employment programs including:

- Compliance with labor laws and regulations
- A competitive and equitable compensation system
- Employee health benefit programs
- Fit for Work program (including drug and alcohol testing)
- Family and Medical Leave Act (FMLA) administration
- Employee relations
- Staff training and development
- Workers' Compensation
- Equal Employment Opportunity
- Employee performance reviews

Human Resources participates in strategic planning, administers and negotiates the labor contract, and promotes employee morale and recognition.

Community Relations and Marketing

	2022 Budget	2021 Budget	Actuals 2020
Salaries & Wages	\$ 189,226	\$ 113,786	\$ 113,849
Employee Benefits	71,855	45,448	45,561
Outside Services	275,000	184,000	79,265
General Expense	46,200	45,500	31,519
Supplies & Materials	11,500	13,562	8,944
Utilities	1,200	720	683
Education, Meetings & Travel	7,500	4,000	(318)
Total Operating Expense	\$ 602,481	\$ 407,016	\$ 279,503

Community Relations and Marketing plans and implements programs to increase ridership and promote WTA throughout the community. This includes:

- Advertising and promotion
- Smart Trips advertising and promotion
- Managing the transit advertising program
- Citizen Advisory Committee coordination
- Collaboration with community partners
- Community outreach and events
- Writing grant proposals
- Proactive media relations



Executive Administration

	2022 Budget	2021 Budget	Actuals 2020
Salaries & Wages	\$ 445,530	\$ 252,743	\$ 258,003
Employee Benefits	175,327	91,134	91,498
Outside Services	54,000	8,000	272
General Expense	105,600	64,600	55,476
Supplies & Materials	3,400	2,340	896
Utilities	1,300	650	571
Education, Meetings & Travel	25,300	12,057	1,626
Total Operating Expense	\$ 810,457	\$ 431,524	\$ 408,342

The General Manager (GM) is the primary liaison with WTA's Board of Directors and our community. The GM represents WTA to employees, passengers, customers, community leaders, and the public and welcomes input from all groups.

The GM provides strategic direction for the agency and leads the Executive Team. The General Manager bears ultimate responsibility for all WTA activities.



Cash Reserves

WTA maintains cash reserves to protect its ability to provide public transit service. Reserves ensure that the agency can withstand economic disruptions, unanticipated expenditure demands, capital requirements, and meet other non-recurring needs.

Each reserve account has a minimum balance and a recommended balance. The reserve accounts meet all recommended balances specified in the Reserve Policy.

Reserve account balances may change only with Board of Directors approval. Recommended 2022 reserve balance changes are summarized below:

Cash Reserves			
(in thousands)			
	2022	2021	
Reserve	Recommended Reserves	Current Reserves	Increase (Decrease)
Operating	11,700	9,200	2,500
Capital	1,232	4,600	(3,368)
Fleet	8,185	3,400	4,785
	\$21,117	\$17,200	\$3,917

Operating Reserve

The Operating Reserve accumulates funds to protect against unforeseen operating demands. It is calculated as 25% of the current year's budgeted operating expenditures.

Operating Reserve	2022	2021
Expenditures	\$46,598	\$36,797
Reserve Rate	25%	25%
Calculated Reserve	\$11,650	\$9,199
Recommended Reserve	\$10,000	\$9,200

Capital Reserve

The Capital Reserve ensures that capital assets (excluding fleet) can be replaced or acquired as needed. These long-term assets include building components, equipment, non-revenue vehicles, software, and

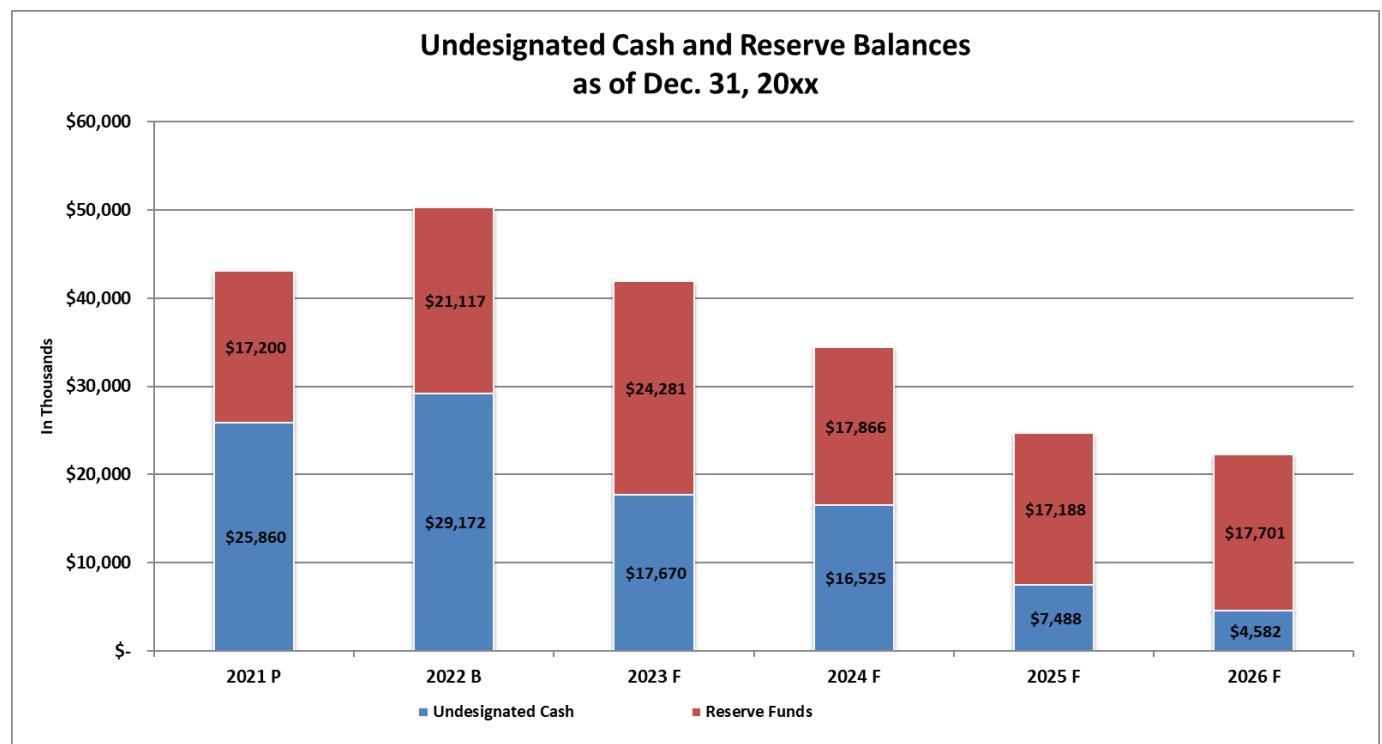
technology. The minimum capital reserve is the next 2 years of WTA's required local share of identified projects, or \$1,232,000.

Fleet Replacement/Expansion Reserve

The Fleet Replacement/Expansion Reserve ensures that WTA can pay to replace revenue vehicles to maintain a state of good repair or expand the fleet as needed in the future. WTA develops the cost to replace the entire fleet over its established useful life. The reserve balance is funded proportionally each year to accumulate the full replacement cost of the vehicle by the year of replacement for Fixed Route, Paratransit and Vanpool revenue vehicles. The local match is approximately 20% of the vehicle cost. Vehicles purchased via the Fleet Reserve are generally procured on 12-16 (Fixed Route) and 6 (Paratransit and vans) year cycles. Actual life is dependent on mileage, equipment condition, and federal grant requirements. The recommended Fleet Reserve for 2022 is \$8,185,000.

Undesignated Cash Reserves and Designated Reserves Summary

Cash reserves will increase to \$50,289,000 in January 2022, an increase of \$7,229,000 primarily due to reductions in service, reduced expenses and the influx of federal relief funds.



PERFORMANCE DATA BY MODE

	2022 Budget	2021 Budget	2021 Projected	2022 vs. 2021
Fixed Route				
Boardings	3,338,600	2,156,072	1,735,474	54.85%
Total Revenue Hours	159,186	135,954	143,051	17.09%
Total Revenue Miles	2,148,818	1,853,386	1,941,140	15.94%
Boardings Per Hour	20.97	15.86	12.13	32.23%
Pax Miles per Hour	62.92	47.58	36.40	32.25%
Pax Miles Per Boarding	3.00	3.00	3.00	0.00%
Paratransit				
Boardings	139,194	147,306	129,761	-5.51%
Total Revenue Hours	59,116	54,574	55,563	8.32%
Total Revenue Miles	748,033	696,348	698,491	7.42%
Boardings Per Hour	2.35	2.67	2.34	-11.94%
Pax Miles per Hour	12.45	15.15	11.66	-17.82%
Pax Miles Per Boarding	5.29	5.71	4.99	-7.36%
Vanpool				
Boardings	27,046	20,657	16,018	30.93%
Total Revenue Hours	3,986	2,956	2,209	34.83%
Total Revenue Miles	222,222	162,431	122,010	36.81%
Boardings Per Hour	6.79	6.99	7.25	-2.90%
Pax Miles Per Boarding	8.22	7.86	7.62	4.54%

*Zone service provides limited transit service to rural areas of Whatcom County





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